



Annual Report
2006-2007

Saskatchewan Legal
Aid Commission

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Mission

We promote access to justice for eligible persons through the provision of quality legal assistance.

Vision

The Saskatchewan Legal Aid Commission will be an innovative, collaborative legal aid system that responds to the needs of low income persons.

Values

We value **INTEGRITY** therefore:

we conduct ourselves with honesty and openness and in an ethical fashion

We value **RESPECT** therefore:

we recognize diverse cultures, needs and perspectives

we practice respect in our relationships

We value **INNOVATION** therefore:

we anticipate and plan for the future

we are creative in order to respond better to client needs

We value **RESPONSIVENESS** therefore:

we listen to the needs and interests of our clients, our staff and our stakeholders

We value **EXCELLENCE** therefore:

we strive for the best possible outcomes for clients

we introduce and acknowledge best practices

we strive to recruit and retain the best staff

We value **COLLABORATION** therefore:

we are open and consultative in our decision-making

We value **ACCOUNTABILITY** therefore:

we are accountable for quality services and the efficient use of public resources

we are accountable to clients, staff and stakeholders

We value **COMMITMENT** therefore:

we encourage our employees to find ways to connect with the needs of our clients

we ensure that all staff has a shared understanding of the vision, goals, objectives and priorities of our organization

Highlights of 2006-2007

- Served more than 39,000 persons
- Pamela Cuelenaere and Donald Mullord, both long term employees and Legal Directors of the Prince Albert Area Office and Saskatoon Rural Area Office, respectively, received the honorary designation of Queen's Counsel in December 2006.
- Allan T. Snell, Q.C., appointed new CEO in February 2007.
- W. Brent Gough, Q.C., appointed new Chair in May 2007.
- Revised private bar tariff effective January 2007 – See www.legalaid.sk.ca for details.

Legislative Mandate

The Legal Aid Act and *The Legal Aid Regulations* provide the legislative mandate for The Saskatchewan Legal Aid Commission.

Commission Profile

The Saskatchewan Legal Aid Commission provides legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure these services from their own resources.

The Saskatchewan Plan has been in existence since 1974.

The Saskatchewan Plan uses a salaried staff delivery model for most of its applicants. At March 31, 2007, the Plan had 149 staff positions (77 lawyers, 1 articling student, 17 legal assistants and 54 administrative and support staff) located in 15 offices throughout the province. The services of private practice lawyers may be used where the Chief Executive Officer of the Commission believes it would better serve the client.

Applicants are financially eligible for services if:

- they are receiving income from social assistance; or
- their financial resources are at social assistance levels; or
- the costs of obtaining the services from a private lawyer would reduce their financial resources to social assistance levels.

To illustrate with a couple of examples, in 2006-2007, financially eligible persons included single people making less than \$12,000 (net) per year and families with four children with incomes less than \$23,000 (net) per year.

Legal services are provided to financially eligible applicants **if** the service requested falls within the range of services provided by The Saskatchewan Legal Aid Commission, and **if** the matter has professional merit. Services are provided in Federal Criminal matters (adult and youth), and family law.

Immediate advice, although temporary, despite financial status is available to those arrested or detained.

Summary advice and information may be provided to anyone about a wide range of matters if they involve no more than a brief interview or telephone call.

The Provincial Government, through Saskatchewan Justice, funded The Saskatchewan Legal Aid Commission. By agreement, the Government of Canada reimburses the Province for some legal aid expenditures on adult criminal matters and young offender matters.



His Honour
The Honourable Gordon Barnhart
Lieutenant Governor of the
Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2007.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Frank Quennell".

Frank Quennell, Q.C.
Minister of Justice and Attorney General

Letter of Transmittal



Central
Office

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Chairperson

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THE HONOURABLE FRANK QUENNEL, Q.C.
MINISTER OF JUSTICE AND ATTORNEY GENERAL
PROVINCE OF SASKATCHEWAN



Dear Mr. Quennell:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2006-2007 fiscal year.

Respectfully submitted,

A handwritten signature in ink, appearing to read "W. Brent Gough".

W. Brent Gough, Q.C.
Chairperson

Message from the Chief Executive Officer

There were some significant changes in the Saskatchewan Legal Aid Commission in fiscal year 2006 – 2007. Our Chair, Hugh Harradence, Q.C., was appointed to the Provincial Court in December. The gain to the Court is our loss. In his short time as Chair Judge Harradence faced some extremely thorny issues and handled them with skill and diplomacy. His enthusiasm for Legal Aid was undiminished at the time of his appointment and we know it will continue in his new role. Bob Kennedy has assumed the role of acting Chair.

One of Judge Harradence's last functions at Legal Aid was to Chair the search Committee for a new CEO and ultimately representing the Board to offer the position to me. I am sure he will eventually be forgiven for that.

I began my new duties on February 1st and I am still learning them. It is a long process but with the assistance of the staff at Central Office, particularly Laura Lacoursiere, I am feeling more comfortable every day.

Legal Aid also welcomed Alma Wiebe, Q.C., Past President of the Law Society of Saskatchewan, as a new Board member in 2006. Alma has vast Board related experience and we look forward to working with her.

After several years of year-to-year funding, the Federal Department of Justice agreed in 2007 to a 5 year term for funding criminal Legal Aid in Canada. What had previously been a complex regime of 2 (or 3 depending on how you look at it) pools was rolled into one base fund for criminal Legal Aid distributed according to an agreed upon formula. Unfortunately, there was no provision for increases in the Federal program which means that as it stands any increased cost due to workload, inflation, or other circumstance must either be born by the province or remain unfunded. We are happy with the term commitment but increases in costing just to maintain current levels of service remains an issue. We are indeed fortunate that the Saskatchewan Department of Justice recognizes the importance of Legal Aid to our system of justice and has been very supportive.

On a brighter note, the present financial picture of the Saskatchewan Legal Aid Commission is more positive than it has been in some time. As a result of this we have been able to create 6 new positions

– 2 lawyers and 4 support positions. As well, 5 term positions, 3 lawyer positions and 2 support staff positions were converted to permanent ones. This eases some of the workload pressure in the offices affected but the demand for service still very much exceeds the supply.

March, 2007, marked the end of the 2004 – 2007 IT plan and April 1st is the beginning of the next 3 year plan. The new plan as approved will provide for the refreshment and upgrading of hardware and software throughout the system on a step basis. With the advent of new systems by the Courts and Crown electronic disclosure and the consequent information management challenges, the Saskatchewan Legal Aid Commission, like any other modern organization, must, like the Red Queen, run as fast as it can to stay in the same place.

A description of the Strategic Plan and our progress in its implementation is contained in this report. The Plan is in sight at all times and under constant review. It is embraced by the staff and Board alike and serves as a guide to ensure that in the necessary achievement of day to day goals we do not overlook the long-term goals.

The great strength of the Saskatchewan Legal Aid Commission continues to be its staff. Across the Board they are as talented, hard working, and eager a group of professionals as you will find anywhere. This report is a record of and tribute to their achievements throughout the last year. It is also a promise of what lies ahead.

Allan T. Snell, Q.C.,
Chief Executive Officer



Members of The Saskatchewan Legal Aid Commission



Left to right (back row) Victor Dietz, Q.C., Orlo Drewitz, Robert Kennedy, Q.C., Rod Crook
Left to right (front row) Alma Wiebe, Q.C., Brent Gough, Q.C., Karen Bright
Missing from Photo: Dexter Kinequon, Wendy Lemaigre, Shirley Wolfe-Keller

Members at March 31, 2007

W. Brent GOUGH, Q.C., Saskatoon, Chair
[Appointed May 2/07]
Robert KENNEDY, Q.C., Saskatoon, Vice Chair
[December 14/06 through May 2/07]

Karen BRIGHT, Regina
Rod CROOK, Regina
Victor DIETZ, Q.C., Regina
Orlo DREWITZ, Saskatoon
Debra EDIN, Melfort
Robert KENNEDY, Q.C., Saskatoon
Dexter KINEQUON, La Ronge
Wendy LEMAIGRE, Buffalo Narrows
Donald ROSTEN, Saskatoon
Alma WIEBE, Q.C., Saskatoon
Shirley WOLFE-KELLER, Invermay

Appointed by:

Lieutenant Governor in Council

Law Society of Saskatchewan

Minister of Community Resources

Minister of Justice

Law Society of Saskatchewan

Lieutenant Governor in Council [appointed May 2/07]

Lieutenant Governor in Council [to May 2/07]

Law Society of Saskatchewan

Lieutenant Governor in Council

Lieutenant Governor in Council

Lieutenant Governor in Council [to May 2/07]

Lieutenant Governor in Council [appointed December 12/06]

Lieutenant Governor in Council

The Legal Aid Act provides for the appointment of ten members – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Department of Justice appointed by the Minister of Justice, and one member who is an employee of the Department of Community Resources appointed by the Minister of Community Resources.

The Strategic Plan

2005 - 2008

In January to March 2005, the Saskatchewan Legal Aid Commission held seven regional meetings with staff and stakeholders, using the Appreciative Inquiry process, to gain input into the planning for 2005 to 2008. The Vision and Mission of the organization were also revised based on the consultations conducted with staff and external stakeholders. The articulated values of the organization remain the same.

Vision: *The Saskatchewan Legal Aid Commission will be an innovative, collaborative legal aid system that responds to the needs of low income persons.*

Mission: *We promote access to justice for eligible persons through the provision of quality legal assistance.*

The plan was approved by the members of Saskatchewan Legal Aid Commission in June 2005. It was reviewed and updated in March 2006 and April 2007.

The Propositions for the Future/Strategic Goals are not mutually exclusive. The Action Plan is an integrated process recognizing that the plan is iterative and many actions interdependent.

Proposition for the Future	Action	Target	Status
GOAL 1 Community Connectedness/ Relationships/ Partnerships <i>We have strong relations with our partners which deliver on our vision and mission and address the concerns of our clients and partners</i> Action A Work with Aboriginal People and Communities as well as other partners and stakeholders to shape legal services and set future directions.	Conduct Telling Our Story Awareness Campaign 2006-07 as a follow-up to 2005-06.	Spring & Fall 2007, revised to 2007-08	Funding approved by the LFS Legal Aid Endowment Fund Trust in January and July 2006 to develop and deliver interactive improvisational workshops targeted for school children. Regular meetings with Communications Consultant. Began meetings with SNTC in November 2006. Revised tour dates to fall 2007, with advance planning and promotion in spring 2007. In January and March 2007, met with group of staff to develop several key scenarios.
	Begin formal process of educating and informing elected and public officials and community leaders about legal aid and access to justice.	2006-07 & 2007-08	Gathered information from other legal aid plans, especially BC and Ontario. Regular meetings with Communications Consultant. In fall 2006, initial requests for meetings sent to FSIN and Sask. Justice. Prepared a one page Fact Sheet and a Snapshot of services. Distributed these at Roundtable on Criminal Justice in December 2006.
	Discuss with other Legal Aid Plans the possibility of a National Legal Aid Awareness Day beginning in 2007-08.	2007-08	This was on the agenda of the annual meeting of the Association of Legal Aid Plans of Canada in August 2006. Due to other business items, it was not fully discussed.

Proposition for the Future	Action	Target	Status
GOAL 1 Community Connectedness/ Relationships/ Partnerships <i>We have strong relations with our partners which deliver on our vision and mission and address the concerns of our clients and partners</i>	Increase the Private Bar Tariff particularly for Family Law.	January 2007; revise to 2007-08	Revised Tariff approved by the Commission in October 2006, sent to the Law Society for consultation in November 2006. Implemented in January 2007. Review following receipt of Budget 2007-08
ACTION D Determine ways to re-engage the private bar in legal aid services.	With respect to "Big Case" Management, develop a protocol to minimize the use of the private bar and coordinate with the private bar and staff lawyers to reduce duplication and costs.	Revised to 2007-08	Planned to do this as part of the Investment Fund projects in 2006-07, delayed.
GOAL 1 Community Connectedness/ Relationships/ Partnerships <i>We have strong relations with our partners which deliver on our vision and mission and address the concerns of our clients and partners</i>	Conduct Telling Our Story Awareness Campaign 2006-07 as a follow-up to 2005-06.	Spring & Fall 2007; revised to 2007-08	Funding approved by the LFS Legal Aid Endowment Fund Trust in January and July 2006 to develop and deliver interactive improvisational workshops targeted for school children. Regular meetings with Communications Consultant. Began meetings with SNTC in November 2006. Revised tour dates to fall 2007, with advance planning and promotion in spring 2007. In January and March 2007, met with group of staff to develop several key scenarios.
ACTION E Determine, after consultation with partners, what special projects need to be undertaken that will enhance the delivery of service.			
GOAL 1 Community Connectedness/ Relationships/ Partnerships <i>We have strong relations with our partners which deliver on our vision and mission and address the concerns of our clients and partners</i>	Continue to improve newly-launched Commission website and specifically lead potential and current clients to information that will help them use our services.	On-going	Website is regularly reviewed and updated as needed.
ACTION F Determine how to identify and respond to client concerns and feedback regarding legal aid service delivery on a system wide basis.	Increase access to family law information for women in crisis in 2006.	2006-07 & 2007-08	Regular meetings with the Communications Consultant. Met with the Saskatoon City Family Legal Aid Office staff to discuss viable options in January 2007. Initial meetings with PLEA to discuss potential partnerships.
	Plan for and to conduct additional Client Satisfaction Survey in 2009.	Revised to 2006	Conducted Client Surveys in June and December 2006.

Proposition for the Future	Action	Target	Status
	Review and revise the Complaints/Feedback process and word it in a "positive" fashion.	Fall 2006 – Winter 2007	After consultations with Legal Directors, revised the process and updated the website in February 2007.
GOAL 2 Skilled, Dedicated and Committed Staff. <i>We, individually and in teams, are empowered by mutual respect and trust, support and encouragement through open and transparent communications, resulting in excellent client service.</i> Action A <i>Undertake an organizational review to include but not restricted to the following issues: specialization, quality of services, complex and serious cases, succession issues at all levels and recruitment.</i>	Activate a committee to discuss long term planning, including an environmental scan as to where work is generated	2006-07 & 2007-08	Fall 2006, gathering information on options for developing a Succession Plan.
	Make recommendations with regard to specialization models, ie, an appeals specialist.	2007-08	Defer to 2007-08
	Evaluate specialized criminal and family offices.	2007-08	The Saskatoon City Family Legal Aid Area Office and the Saskatoon City Criminal Legal Aid Area Office were formed in March 2006. Defer to 2007-2008.
	Identify potential candidates for management positions.	2006-07 & 2007-08	Fall 2006, gathering information on options for developing a Succession Plan.
	Consider alternatives to full-time employment and mandatory retirement.	2006-07 & 2007-08	Fall 2006, gathering information on options for developing a Succession Plan.
GOAL 2 Skilled, Dedicated and Committed Staff. <i>We, individually and in teams, are empowered by mutual respect and trust, support and encouragement through open and transparent communications, resulting in excellent client service.</i>	Review results of the Workload Sub-committee.	2006-07; revised to 2007-08	The Workload Sub-committee of the Labor Management Relations Committee, met 8 times in 2005 to 2007, and delivered its final report in March 2007. Defer review of the Report to 2007-08

Proposition for the Future	Action	Target	Status
Action B <i>Undertake a workload review and analysis addressing but not restricted to the following issues: meaningful and consistent statistical collection, intake processes, rural/ urban differences, resourcing, transparency, workload measurement and standards, work life balance, teamwork, competitive compensation.</i>	Develop service standards and response times.	2007-08; revised to 2007-08	Defer to 2007-08 until after the Workload Sub-committee's Report is reviewed.
GOAL 2 Skilled, Dedicated and Committed Staff. <i>We, individually and in teams, are empowered by mutual respect and trust, support and encouragement through open and transparent communications, resulting in excellent client service.</i>	Continue to improve the staff intranet site. Use results of 2006 web survey to determine methods of approaching staff seeking priority areas to improve, and then make those improvements.	2006-07 & 2007-08	Reviewed the results of the January 2006 Website survey. Welcome pages revised as needed. Added several more Staff Profiles to the website (as of March, 2007, 17 staff profiles on the website.) News items added as needed. Demonstrated the Discussion Group option to Key Resource staff in December 2006.
Action C Improve morale – focus on open communication, mutual trust, personal empowerment, employee recognition, burn-out, leadership, professional development issues.	Staff Survey in 2007	2007-08	Develop survey in summer 2007 for implementation in late 2007 or winter 2008.
	Media Training Pilot Project	2007-08	Training of Legal Directors in media relations. Development early in 2007 for delivery May/June 2007.
GOAL 3 Social Justice/ Advocacy <i>We provide required information, advice or representation in an appropriate, timely fashion.</i>	Continue to improve newly-launched Commission website, and specifically lead potential and current clients to information that will help them use our services.	On-going	Website is regularly reviewed and updated as needed.
Action A Increase access to information for clients.	Increase access to family law information for women in crisis in 2006.	2006-07 & 2007-08	Regular meetings with the Communications Consultant. Met with the Saskatoon City Family Legal Aid Office staff to discuss viable options in January 2007. Initial meetings with PLEA to discuss potential partnerships.

<i>Proposition for the Future</i>	Action	Target	Status
	Plan for and to conduct 3rd Client Satisfaction Survey in 2009.	Revised to 2006	Conducted Client Surveys in June and December 2006.
	Survey the staff persons who answer the telephones in each office for a list of the most often asked questions for a set period of time (ie, 1 week or 1 month), develop answers for those questions and post on the website.	2006-07 & 2007-08	Surveyed staff in Fall 2006 for new or new "Frequently Asked Questions" and revised website.
	Reorganize the current Frequently Asked Questions (FAQs) on the website.	2006-07 & 2007-08	Surveyed staff in Fall 2006 for new or new "Frequently Asked Questions" and revised website.
	Focus on Access to Family Law issues.	2006-07 & 2007-08	Regular meetings with the Communications Consultant. Met with the Saskatoon City Family Legal Aid Office staff to discuss viable options in January 2007. Initial meetings with PLEA to discuss potential partnerships.
	Add a "Did You Know" feature to the website which changes often.	2006-07 & 2007-08	Defer to 2007-08
	Research how communication tools could assist with client access issues and yet not stress staff resources.	2006-07 & 2007-08	Defer to 2007-08
GOAL 3 Social Justice/ Advocacy <i>We provide required information, advice or representation in an appropriate, timely fashion.</i> Action B Increase Accessibility to Services.	Survey the staff persons who answer the telephones in each office for a list of the most often asked questions for a set period of time (ie, 1 week or 1 month), develop answers for those questions and post on the website.	2006-07 & 2007-08	Surveyed staff in Fall 2006 for new or new "Frequently Asked Questions" and revised website.
	Reorganize the current Frequently Asked Questions (FAQs) on the website.	2006-07 & 2007-08	Surveyed staff in Fall 2006 for new or new "Frequently Asked Questions" and revised website.

Proposition for the Future	Action	Target	Status
	Focus on Access to Family Law issues.	2006-07 & 2007-08	Regular meetings with the Communications Consultant. Met with the Saskatoon City Family Legal Aid Office staff to discuss viable options in January 2007. Initial meetings with PLEA to discuss potential partnerships.
	Add a "Did You Know" feature to the website which changes often.	2006-07 & 2007-08	Defer to 2007-08
	Research how communication tools could assist with client access issues and yet not stress staff resources.	2006-07 & 2007-08	Defer to 2007-08
GOAL 3 Social Justice/ Advocacy <i>We provide required information, advice or representation in an appropriate, timely fashion.</i> Action C Enhance service delivery.	Survey staff lawyers who have taken collaborative law training.	2006-07; revised to 2007-08	An ad hoc Committee established Fall 2006, Report due March 2007.
GOAL 3 Social Justice/ Advocacy <i>We provide required information, advice or representation in an appropriate, timely fashion.</i> Action D Increase profile of SLAC and its services.	Continue to improve newly-launched Commission website, and specifically lead potential and current clients to information that will help them use our services.	On-going	Website is regularly reviewed and updated as needed.
	Increase access to family law information for women in crisis in 2006.	2006-07 & 2007-08	Regular meetings with the Communications Consultant. Met with the Saskatoon City Family Legal Aid Office staff to discuss viable options in January 2007. Initial meetings with PLEA to discuss potential partnerships.
	Plan for and to conduct 3rd Client Satisfaction Survey in 2009.	Revised to 2006	Conducted Client Surveys in June and December 2006.

Proposition for the Future	Action	Target	Status
	Conduct Telling Our Story Awareness Campaign 2006-07 as a follow-up to 2005-06.	Spring & Fall 2007, revised to 2007-08	Funding approved by the LFS Legal Aid Endowment Fund Trust in January and July 2006 to develop and deliver interactive improvisational workshops targeted for school children. Regular meetings with Communications Consultant. Began meetings with SNTC in November 2006. Revised tour dates to fall 2007, with advance planning and promotion in spring 2007. In January and March 2007, met with group of staff to develop several key scenarios.
	Begin formal process of educating and informing elected and public officials and community leaders about legal aid and access to justice.	2006-07 & 2007-08	Gathered information from other legal aid plans, especially BC and Ontario. Regular meetings with Communications Consultant. In fall 2006, initial requests for meetings sent to FSIN and Sask. Justice. Prepared a one page Fact Sheet and a Snapshot of services. Distributed these at Roundtable on Criminal Justice in December 2006.
	Discuss with other Legal Aid Plans the possibility of a National Legal Aid Awareness Day beginning in 2007-08.	2007-08	This was on the agenda of the annual meeting of the Association of Legal Aid Plans of Canada in August 2006. Due to other business items, it was not fully discussed.
	Conduct 2nd Private Bar Survey in 2007.	2007-08	Begin planning in fall 2007 for survey in spring 2008
	Investigate the implications and costs/benefits of "re-branding" of the Saskatchewan Legal Aid Commission (SLAC) to Legal Aid Saskatchewan (LAS)	2007-08	Received some initial information about future "re-branding" to Legal Aid Saskatchewan. Defer to 2007-08.

Financial Overview

Sources of Funding

In 2006-2007, The Saskatchewan Legal Aid Commission received funding from three sources:

- Funds appropriated by the Provincial Government through Saskatchewan Justice.
- Client contributions, costs awarded by the Court on behalf of clients, interest earned on monies invested, and miscellaneous receipts.
- Grants from The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust for special projects.

The Government of Canada reimbursed the Province for some of the legal aid expenditures on federal criminal matters (adult and youth). The contribution agreement was extended to March 31, 2007 which included funding for the Investment Fund meant to foster innovative solutions to addressing unmet need in criminal legal aid.

Distribution of Funding

In 2006-2007, The Saskatchewan Legal Aid Commission's budget of \$17 million was divided into the two general areas of direct legal service and administration. The table on the next page shows the distribution.

Significant Pressures on The Saskatchewan Legal Aid Commission's Budget

The Saskatchewan Legal Aid Commission cannot control the volume of caseload as demand is often driven by external factors, such as:

- the economy, poverty and unemployment levels;
- introduction of new federal or provincial legislation;
- crime rates;
- Supreme Court of Canada decisions regarding the provision of duty counsel advice services; disclosure and delays in Court; and decisions concerning professional conflict of interest.

Other significant cost pressures during the year included:

- increased use of the private bar for staff vacancies; and significant big cases requiring some special compensation arrangements

Asset Management and Protection

- Personnel: The emphasis on personnel is promoted by development of skills and knowledge that increase productivity, effectiveness, and job satisfaction. Each Area Office has appointed an Occupational Health Committee or Representative.
- Capital Assets: The Commission maintains a budget that provides for the acquisition of new assets as they are consumed or become obsolete. Acquisition and disposal of assets are managed with a schedule updated annually and supported by physical counts.
- Electronic Data: This includes word processing files, database files, financial, payroll, and other systems. Electronic data and files are protected with daily and weekly backup procedures and off-site storage of weekly backups. The Commission has implemented several security controls for Protection of Personal Information using the Information Technology Office April 2005 report *Security Classification Level B in the Information Protection Security Standards (IPS)*.

Financial Overview (Continued)

	2005-06 Actuals (in \$'000s)	2006-07 Planned (in \$'000s)	2006-07 Actuals (in \$'000s)	2007-08 Planned ¹ (in \$'000s)
Operating Fund Revenue:				
Appropriation	\$16,146	\$16,819	\$17,369	\$18,561
Other	\$196	\$348	\$202	\$188
Total	\$16,342	\$17,167	\$17,571	\$18,749
Operating Fund Expenses:				
Direct Legal Service ²	\$13,940	\$14,620	\$14,775	\$16,600
Administration ³	\$2,612	\$2,313	\$2,073	\$2,369
Sub-total	\$16,552	\$16,933	\$16,848	\$18,969
Purchase of Capital Assets ⁴	\$79	\$74	\$87	\$105
Total	\$16,631	\$17,007	\$16,935	\$19,074
Operating Fund Excess (Deficiency) of Revenue over Expenditure	(\$289)	\$160	\$636	(\$325)
Staffing Resources (at March 31st):				
Lawyers	76	78	77	82
Articling Students	2	2	1	1
Legal Assistants	17	18	17	17
Support Staff/Administration	54	57	54	55
Total staffing	149	155	149	155

This chart does not include any adjustments made in the Investments in Capital Assets Fund.

- Actual results for 2007-08 may vary from planned expenditures for many reasons, some of which are mentioned previously under Significant Pressures on the Budget.
- Direct Legal Service expenditures include salaries & benefits, travel, provision of legal services, and other legal expenses.
- Administrative expenditures include accommodation, telephone, postage, stationery & office supplies, periodicals, photocopying, and other operating expenses.
- Purchase of Capital Assets are included in the Operating Fund activities of the Commission. However, for financial reporting the purchases are recorded as an increase to Capital Asset costs on the Statement of Financial Position.

Statistical Summaries

<i>Please refer to Glossary of Terms</i>	2006-07	2005-06	2004-05	2003-04	2002-03
CLIENT SERVICES					
Applications Received	21,138	22,189	21,598	21,009	20,732
Full Service Applications:					
Federal Criminal (Adult)	12,045	12,404	11,943	11,544	11,062
Federal Criminal (Youth)	3,192	3,183	2,955	2,897	3,133
Family	3,963	4,827	4,926	4,708	4,919
Civil	0	0	2	1	3
Provincial Offences	8	3	2	1	2
Total Full Service Applications	19,208	20,417	19,828	19,151	19,119
Duty Counsel Project Service (Regina and Saskatoon)	3,134	3,091	3,349	3,009	3,152
Applications Refused Service	1,930	1,772	1,770	1,858	1,613
Appeals against Refused Applications	773	739	605	505	371
Appeals to the Civil Appeals Committee	7	9	3	7	7
Summary Service or Advice	5,236	5,231	4,711	4,645	4,523
Cases Completed and Closed by Staff:					
Federal Criminal (Adult)	11,440	11,700	10,956	11,044	10,673
Federal Criminal (Youth)	2,910	2,857	2,805	2,671	3,211
Family	3,980	4,775	3,797	4,401	4,546
Civil	0	1	1	1	3
Provincial Offences	6	3	2	0	0
Total Cases Completed and Closed by Staff	18,336	19,336	17,561	18,117	18,433
Cases assigned to the Private Bar: Federal Criminal (Adult & Youth)	1,085	939	1078	744	623
Cases closed by the Private Bar: Federal Criminal (Adult & Youth)	1,005	854	1072	670	833
Cases assigned to the Private Bar: Family	262	197	257	198	180
Cases closed by the Private Bar: Family	225	222	235	231	301
Duty Counsel Advice Service	11,509	13,469	12,518	11,136	10,679
Incoming Reciprocal Applications	63	60	66	70	70
Outgoing Reciprocal Applications	96	84	65	107	94

Financial & Other Resources

	2006-07	2005-06	2004-05	2003-04	2002-03
Operating Fund Revenue	\$17,570,684	\$16,341,973	\$14,435,079	\$13,302,926	\$12,210,683
Operating Fund Expenses ¹	\$16,934,959	\$16,631,053	\$14,468,341	\$12,937,718	\$12,238,841
Operating Fund (Deficiency) of Revenue over Expenditures	\$635,725	(\$289,080)	(\$33,262)	\$365,208	(\$28,158)
Investment in Capital Assets Fund	\$223,166	\$206,460	\$197,280	\$301,066	\$386,789
Unrestricted Assets, end of year	\$475,639	(\$160,086)	\$128,994	\$162,256	(\$202,952)
Contribution of the Federal Government - Adult Criminal and Young Offenders ²	\$2,825,457 plus Investment Fund \$1,391,259 Total: \$4,216,716	\$2,815,712 plus Investment Fund \$1,391,259 Total: \$4,206,971	\$2,826,656 plus Investment Fund \$1,869,129 Total: \$4,695,785	\$2,841,912 plus Investment Fund \$864,298 Total: \$3,706,210	\$2,831,593
Per Capita Expenditures on Legal Aid	\$17.15	\$16.71	\$14.54	\$13.00	\$11.80
Number of Employees	149	149	150	141	141
Number of members of the Private Bar actively involved in providing services under <i>The Legal Aid Act</i>	132	137	124	143	165

¹ The Operating Fund Expenses represent the operating fund activities which include expenses for Direct Legal Service, Administration and purchase of capital assets.

² According to Saskatchewan Justice records.

Caseload by Area Office 2006-07

- Most of the cases for which The Saskatchewan Legal Aid Commission grants full service applications are for federal criminal – adult matters (62.7%). This is followed by family matters (20.6%), and federal criminal youth matters (16.6%).
- The number of full service applications decreased by 5.9% compared to the previous year.
- Compared to the previous year, the family law area decreased by 864 cases or 17.9%, and service for criminal law (both adults and youth and the duty counsel pilot project in Saskatoon and Regina) matters decreased by 307 cases or 1.6%.
- About 37% of the clients are female, 63% are male. In criminal matters, 75% were male and 25% female. In family matters, 25% were male and 75% were female.
- About 59.6% of applicants are receiving social assistance.
- Approximately 76% of full service applicants have identified themselves as of Aboriginal descent being 62% Status Indian, 2.6% Non-status Indian, 11% Metis, and 0.04% as Inuit.

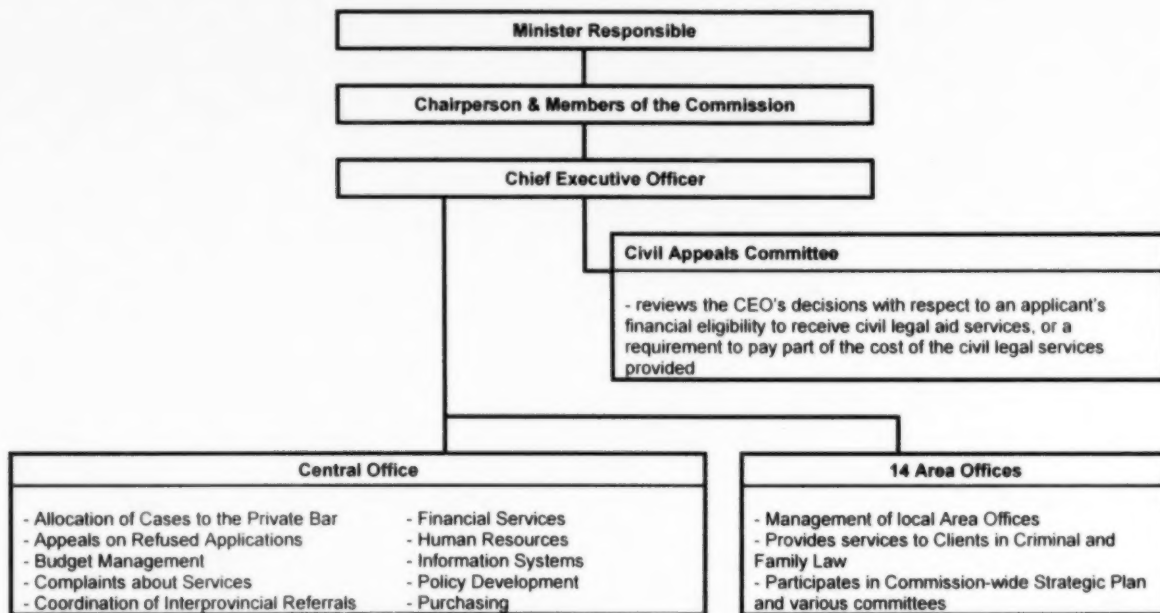
Please refer to Glossary of Terms

AREA OFFICE	Federal Criminal - Adult	Federal Criminal - Youth	Family	Civil	Provincial Offence	Total Full Service Applications	Duty Counsel Pilot Project Service	Total Cases Closed	Summary Advice or Service	Duty Counsel Advice Service
Central	0	0	0	0	0	0	0	0	139	11,222 ¹
Battlefords	1,081	259	157	0	0	1,497	0	1,557	40	0
Meadow Lake	1,174	186	207	0	2	1,569	0	1,545	568	13
Melfort	555	188	93	0	0	836	0	814	137	13
Moose Jaw	286	59	210	0	2	557	0	573	128	7
Northern	1,204	355	252	0	2	1,813	0	1,733	139	69
Prince Albert	2,194	449	423	0	0	3,066	0	2,946	1,081	71
Regina City	1,232	511	806	0	0	2,549	1,279	1,876	1,330	5
Regina Rural	757	139	380	0	0	1,276	0	1,443	320	13
Saskatoon City Criminal	2,265	718	0	0	0	2,983	1,855	2,592	3	0
Saskatoon City Family	0	0	791	0	0	791	0	894	370	0
Saskatoon Rural	252	76	165	0	0	533	0	619	75	2
South East	276	24	134	0	0	434	0	430	676	4
Swift Current	126	30	108	0	2	266	0	281	164	62
Yorkton	603	198	237	0	0	1,038	0	1,013	66	28
Total Full Service Applications	12,045	3,192	3,963	0	8	19,208				
Duty Counsel Pilot Project Service	3,134						3,134			
Total Closed Cases	11,440	2,910	3,980	0	6			18,336		
Summary Advice	2,324	168	2,549	136	59				5,236	
Duty Counsel Advice Service	9,266	1,900	6	0	337					11,509

¹ This service is provided by private lawyers on contract.

Management Structure

As of March 31, 2007, The Saskatchewan Legal Aid Commission employed 149 people:
140 at Area Offices and 9 at Central Office



Left to right:

(Back Row): Laura Lacoursiere, Val Doecker, James Struthers, Q.C., David Andrews, Q.C., David Bright, Jerome Boyko, Allan Snell, Q.C., Adrian McBride, Donald Mulford, Q.C., Kelly Soder

(Front Row): Barry Treacy, Q.C., Michael Ryan, Q.C., George Combe, Dona Jones, Janice Lawrence, Q.C., Mervyn Shaw

Missing from Photo: Rosanne Newman, Pamela Cuélenaere, Q.C., Kimberly Earing

Offices of The Saskatchewan Legal Aid Commission

Saskatchewan Legal Aid Commission

Central Office

#502 - 201 21st Street East
SASKATOON SK S7K 2H6
Phone 933-5300 FAX 933-6764
Toll Free: 1-800-667-3764
E-Mail: central@legalaidsk.ca
Chief Executive Officer: Allan T. Snell, Q.C.

Saskatchewan Legal Aid Commission

Saskatoon City Criminal Legal Aid Area Office

#1053 - Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 933-7820 FAX 933-7827
Toll Free: 1-877-424-1898
Legal Director: George Combe

Saskatchewan Legal Aid Commission

Meadow Lake Area Office

Unit #3, 101 Railway Place
MEADOW LAKE SK S9X 1X6
Phone 236-7636 FAX 236-7634
Toll Free: 1-800-461-8188
Legal Director: Rosanne Newman

Saskatchewan Legal Aid Commission

Prince Albert Area Office

Box 3003, 11th Floor, McIntosh Mall
800 Central Avenue
PRINCE ALBERT SK S6V 6Z2
Phone 953-2850 FAX 953-2866
Toll Free: 1-877-424-1900
Legal Director: Pamela Cuelenaere, Q.C.

Saskatchewan Legal Aid Commission

Northern Area Office

Box 5000
Mistisinihk Place, 1328 La Ronge Avenue
LA RONGE SK S0J 1L0
Phone 425-4455 FAX 425-4472
Toll Free: 1-800-667-4095
Legal Director: Kimberly Earing

Saskatchewan Legal Aid Commission

South East Area Office

Main Floor, 1302 3rd Street
ESTEVAN SK S4A 2V6
Phone 637-4620 FAX 637-4625
Toll Free: 1-877-424-1903
Legal Director: James Struthers, Q.C.

(Sub-office address):

Box 2003, 110 Souris Avenue
WEYBURN SK S4H 2Z9
Phone 848-2341 FAX 848-2562
Toll Free: 1-877-424-1907

Saskatchewan Legal Aid Commission

Swift Current Area Office

3rd Floor, 350 Cheadle Street West
SWIFT CURRENT SK S9H 4G3
Phone 778-8272 FAX 778-8307
Toll Free: 1-877-424-1905
Legal Director: Adrian McBride

Saskatchewan Legal Aid Commission

Regina City Area Office

#200 - 1942 Hamilton Street
REGINA SK S4P 2C5
Phone 787-8760 FAX 787-8827
Toll Free: 1-877-424-1897
Legal Director: Michael Ryan, Q.C.

Saskatchewan Legal Aid Commission

Saskatoon Rural Area Office

#941 - Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 933-7855 FAX 933-7854
Toll Free: 1-877-424-1899
Legal Director: Donald Mulford, Q.C.

Saskatchewan Legal Aid Commission

The Battlefords Area Office

Main Floor, Provincial Building
1192 102nd Street
NORTH BATTLEFORD SK S9A 1E9
Phone 446-7700 FAX 446-7598
Toll Free: 1-877-441-4418
Legal Director: Janice Lawrence, Q.C.

Saskatchewan Legal Aid Commission

Melfort Area Office

P.O. Box 6500
3rd Floor, 105 Crawford Avenue East
MELFORT SK S0E 1A0
Phone 752-6220 FAX 752-6127
Toll Free: 1-877-424-1901
Legal Director: Barry Treacy, Q.C.

Saskatchewan Legal Aid Commission

Moose Jaw Area Office

#113 - 110 Ominica Street West
MOOSE JAW SK S6H 6V2
Phone 694-3700 FAX 694-3738
Toll Free: 1-877-424-1902
Legal Director: Mervyn Shaw

Saskatchewan Legal Aid Commission

Yorkton Area Office

#301 - 120 Smith Street East
YORKTON SK S3N 3V3
Phone 786-1440 FAX 786-1405
Toll Free: 1-877-424-1904
Legal Director: David Bright

Saskatchewan Legal Aid Commission

Regina Rural Area Office

#200 - 2400 College Avenue
REGINA SK S4P 2C5
Phone 787-1141 FAX 787-2316
Toll Free: 1-877-424-1906
Legal Director: David Andrews, Q.C.

Saskatchewan Legal Aid Commission

Saskatoon City Family Legal Aid Area Office

#155 - Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 964-2200 FAX 964-2222
Toll Free: 1-877-324-2200
Legal Director: Kelly Soder

Management's Responsibility for the Financial Statements

Management is responsible for the integrity of the financial information reported by The Saskatchewan Legal Aid Commission. Fulfilling this responsibility requires the preparation and presentation of financial statements and other financial information according to generally accepted accounting principles. These recommendations are consistently applied, with any exceptions specifically described in the financial statements.


The accounting systems used by the Commission include an appropriate system of internal controls to provide reasonable assurance that:

- transactions are authorized;
- the Commission's assets are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other information;


- the accounts are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other financial information.

To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings. The members of the Commission have also reviewed the financial statements with representatives of management.


The Provincial Auditor of Saskatchewan has audited The Saskatchewan Legal Aid Commission's statement of financial position as at March 31, 2007, and the statement of operations and changes in net assets, and cash flows for the year then ended. Their responsibility is to express an opinion on the fairness of management's financial statements. The Auditor's Report outlines the scope of their audit and their opinion.



Allan T. Snell, Q.C.
Chief Executive Officer



Laura Lacoursiere, B.Comm.,
CMA, FCMA,
Director of Administration



Jerome Boyko, B.Comm., CA,
Director of Financial Management

Saskatoon, Saskatchewan
May 18, 2007

Auditor's Report

To the Members of the Legislative Assembly
of Saskatchewan

I have audited the statement of financial position of The Saskatchewan Legal Aid Commission as at March 31, 2007 and the statements of operations and changes in net assets, and cash flows for the year then ended. The Commission's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan
May 17, 2007



Fred Wendel, CMA, CA
Provincial Auditor

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	<u>2007</u>	<u>2006</u>
ASSETS		
Current		
Cash	\$ 1,965,631	\$ 911,588
Accounts receivable	73,720	108,404
Prepaid expense	<u>116,681</u>	<u>116,616</u>
Total current assets	2,156,032	1,136,608
Capital assets (Note 4)	<u>223,166</u>	<u>206,460</u>
	<u>\$ 2,379,198</u>	<u>\$ 1,343,068</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 5)	\$ 1,611,893	\$ 1,257,094
Deferred contributions (Note 6)	<u>68,500</u>	<u>39,600</u>
Total current liabilities	<u>1,680,393</u>	<u>1,296,694</u>
FUND BALANCES		
Investment in capital assets fund	223,166	206,460
Operating fund - unrestricted	<u>475,639</u>	<u>(160,086)</u>
	<u>698,805</u>	<u>46,374</u>
	<u>\$ 2,379,198</u>	<u>\$ 1,343,068</u>

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
Year Ended March 31

	2007			2006	
	Operating Fund Budget (note 11)	Operating Fund Actual	Investment in Capital Assets Fund Actual	Total	Total
Revenue: (Note 2)					
Department of Justice	\$ 16,986,489	\$ 17,369,000	\$ ---	\$ 17,369,000	\$16,146,000
Grants	80,000	44,707	---	44,707	72,113
Other	100,898	156,977	---	156,977	123,860
	<u>17,167,387</u>	<u>17,570,684</u>	<u>---</u>	<u>17,570,684</u>	<u>16,341,973</u>
Expenses:					
Salaries and employee benefits	12,353,802	12,341,589	---	12,341,589	11,838,251
Central Office administrative (Schedule 1)	594,684	457,334	6,365	463,699	762,545
Area Office administrative and operating expenses (Schedule 1)	1,718,815	1,615,584	63,437	1,679,021	1,849,267
Provision of legal services	1,496,000	1,742,430	---	1,742,430	1,490,168
Other legal expenses	217,400	193,899	---	193,899	201,388
Travel	552,600	496,614	---	496,614	478,695
Loss on disposal of fixed assets	---	---	1,001	1,001	1,559
	<u>16,933,301</u>	<u>16,847,450</u>	<u>70,803</u>	<u>16,918,253</u>	<u>16,621,873</u>
Excess (deficiency) of revenue over expenses	234,086	723,234	(70,803)	652,431	(279,900)
Fund Balances, beginning of year	(160,086)	(160,086)	206,460	46,374	326,274
Transfer between funds (Note 12)	<u>(74,000)</u>	<u>(87,509)</u>	<u>87,509</u>	<u>---</u>	<u>---</u>
Fund Balances, end of year	<u>\$ ---</u>	<u>\$ 475,639</u>	<u>\$ 223,166</u>	<u>\$ 698,805</u>	<u>\$ 46,374</u>

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
As at March 31

	<u>2007</u>	<u>2006</u>
Cash provided by (used in)		
OPERATING ACTIVITIES		
Appropriation funds received	\$ 17,419,000	\$16,096,000
Cash received from grants	44,706	62,191
Cash received from other income	163,942	102,020
Cash payments for salaries and benefits	(12,198,961)	(11,640,888)
Cash payments for other suppliers	(2,609,706)	(3,244,890)
Cash payments for legal services	<u>(1,677,429)</u>	<u>(1,349,083)</u>
Net cash provided by operating activities	1,141,552	25,350
INVESTING ACTIVITIES		
Purchase of capital assets	<u>(87,509)</u>	<u>(79,390)</u>
Net increase (decrease) in cash	1,054,043	(54,040)
Cash, beginning of year	<u>911,588</u>	<u>965,628</u>
Cash, end of year	<u>\$ 1,965,631</u>	<u>\$ 911,588</u>

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2007

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission. The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Fund Accounting

The Commission follows the restricted fund method of accounting for contributions. For financial reporting purposes, the following major funding groups are:

Operating Fund (unrestricted assets)

The Operating Fund reflects the primary operations of the Commission including revenue from the Department of Justice for the provision of legal services.

Investment in Capital Assets Fund (restricted assets)

Investment in Capital Assets Fund reflects the equity of the Commission in capital assets. This fund includes any grants designated for the acquisitions of capital assets. The Commission would also impose a restriction that any capital purchases made with operating funds would be recorded as an interfund transfer. Expenses consist primarily of amortization of capital assets.

b) Capital Assets

Capital assets are recorded at cost. Normal repairs and maintenance are expensed as incurred. The capital assets are reduced annually by an amount representing the consumed cost of the asset calculated as follows:

Office Equipment and Furniture	14 2/7% per annum
Library	33 1/3% per annum

2. Revenues

The following are included in revenue:

- a) Unrestricted contributions are recognized as revenue of the operating fund in the year received or receivable.

Other revenue is comprised of client contributions, cost recoveries, interest, and miscellaneous receipts.

- b) Restricted contributions related to capital assets are recognized as revenue of the investment in capital assets fund in the year received or receivable.

3. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense for 2007 amounted to \$475,573 (2006 - \$472,024).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan.

4. Capital Assets

Capital assets are comprised of the following amounts:

	2007			2006		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Office equipment and furniture	\$ 813,902	\$ 598,017	\$215,885	\$ 757,722	\$ 558,543	\$ 199,179
Library	907,799	900,518	7,281	907,799	900,518	7,281
	<u>\$ 1,721,701</u>	<u>\$ 1,498,535</u>	<u>\$223,166</u>	<u>\$ 1,665,521</u>	<u>\$ 1,459,061</u>	<u>\$ 206,460</u>

5. Accounts Payable and Accrued Liabilities

	2007	2006
Supplies and services	\$ 243,594	\$ 99,488
Accrued private solicitors' fees	755,752	690,751
Employee salaries and benefits	612,547	466,855
	<u>\$ 1,611,893</u>	<u>\$ 1,257,094</u>

6. Deferred Contributions

Deferred operating contributions represent grants and externally restricted contributions for which the related expenditures have not been incurred.

	2007	2006
Balance, beginning of year	\$ 39,600	\$ 48,922
Add: Grant contributions received in the year		
Law Foundation of Saskatchewan Legal Aid		
Endowment Fund Trust	73,607	62,791
Less: Amounts recognized as revenue in the year	(44,707)	(72,113)
Balance, end of year	<u>\$ 68,500</u>	<u>\$ 39,600</u>

7. Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions on accrued private solicitor fees that affect the reported amount of accounts payable and accrued liabilities at the date of the financial statements and the reported amount of expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, departments, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at rates, which are determined primarily on the basis of recovery of the costs incurred by the related party. These transactions and amounts outstanding at year end are as follows:

	2007	2006
Expenses	\$ 1,268,672	\$ 1,304,051
Accounts payable	18,926	13,029
Accounts receivable	—	50,000

Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2007	2006
Expenses	\$ 539,502	\$ 652,714
Other Revenue	3,643	600
Accounts payable	143,193	3,652

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts without charge from the Department of Justice, Transcript Services.

During the year, the Commission made payments in the amount of \$102,242 (2006 - \$89,788) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund. The intent of this fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949 in accordance with the Collective Bargaining Agreement. The increased premium costs are initially paid by the Commission and for 2007 the Fund reimbursed the Commission \$78,935 (2006 - \$64,756) for the increased premium costs.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust has been established with an endowment to assist in the Commission's mandate by:

- a) improving access to justice for persons whose own financial resources are inadequate;
- b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
- c) providing funds for research in legal and social areas related to legal aid and access to justice; or
- d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of \$1,100,000 has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. During the year the Trust provided cash to the Commission for approved grants in the amount of \$77,397 (2006 - \$62,190). In addition, the Trust has approved grants which are recorded as receivable by the Commission at year end in the amount of \$68,500 (2006 - \$39,600).

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

10. Financial Instruments

Financial instruments consist of:

Cash
Accounts receivable
Accounts payable

There are no significant terms and conditions related to financial instruments that may affect the amount, timing and certainty of future cash flows.

The carrying value of the financial instruments approximate fair value due to their immediate or short-term nature.

11. Budget

These amounts represent the operating budget approved by members of The Saskatchewan Legal Aid Commission.

12. Interfund Transfers

The Commission internally restricted and transferred from the Operating Fund to the Investment in Capital Assets Fund \$87,509 (2006 - \$79,390) for the purchase of capital assets.

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

	2007		2006
	Budget	Operating Fund Actual	Operating Fund Actual
Central Office Administrative			
Leased accommodation	\$ 42,818	\$ 40,789	\$ 48,377
Computer leases, maintenance, and support	35,326	101,719	100,548
Telephone	15,400	15,489	15,364
Postage	20,800	21,604	20,814
Stationery and office supplies	7,500	9,710	7,252
Periodicals	6,150	4,815	6,150
Photocopying	3,248	3,496	3,010
Other operating expenses	<u>463,442</u>	<u>259,712</u>	<u>554,216</u>
Total Central Office Administrative	<u>\$ 594,684</u>	<u>\$ 457,334</u>	<u>\$ 755,731</u>
Area Office Administrative and Operating Expenses			
Leased accommodation	\$ 1,112,203	\$ 1,051,781	\$ 1,193,148
Computer leases, maintenance, and support	167,073	109,493	148,951
Telephone	119,600	115,946	119,141
Postage	37,200	34,353	34,894
Stationery and office supplies	87,500	82,050	84,543
Periodicals	25,850	25,632	21,888
Photocopying	44,252	38,583	39,219
Other operating expenses	<u>125,137</u>	<u>157,746</u>	<u>145,646</u>
Total Area Office Administrative and Operating Expenses	<u>\$ 1,718,815</u>	<u>\$ 1,615,584</u>	<u>\$ 1,787,430</u>

Appendix I – Additional Supplementary Information (unaudited)
Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more.

Anderson, E	\$ 87,705	MacKinnon, D	\$ 60,506
Andrews, D	114,501	Maeder, C	107,612
Armstrong, D	107,612	Magnusson, L	53,928
Baumgartner, P	107,612	Maloney, C	107,612
Bercovich, N	102,782	Mayer, R	107,612
Boechler, C	53,928	McBride, A	114,501
Bohachik, C	107,612	McGuire, G	107,612
Bordessa, L	102,782	McLean, A	88,481
Boyko, J	69,816	McLean, M	53,928
Bright, D	114,501	McMahon, J	107,612
Buffalo, T	62,507	McNeill-McCrea, P	89,041
Burns, P	102,782	Mullord, D	114,501
Calderbank, J	93,147	Newman, R	113,568
Campbell, B	107,612	Orlowski, A	107,612
Combe, G	114,501	Pirot, O	53,928
Covert, C	53,808	Reis, P	107,612
Crookshanks, G	107,612	Rieger, K	67,628
Cuelenaere, P	114,501	Ritter, B	107,612
Dahlby, B	107,612	Robert, A	105,182
Daunt, F	110,012	Ryan, M	114,501
Douglas, G	53,784	Schmunk, C	88,403
Dove, G	107,612	Secundiak, A	53,928
Earing, K	106,450	Shaw, M	114,501
Faris, S	53,928	Sim, N	107,612
Fonkalsrud, E	79,358	Sims, M	53,808
Freriks, B	70,297	Soder, K	114,501
Gee, P	53,928	Soder, M	102,782
Gonzo, D	102,782	Struthers, J	114,501
Grimsrud, R	107,612	Talbot, T	83,196
Haid, Debra	107,612	ThurLOW, G	107,612
Harvey, V	92,319	Tondevoid, P	107,612
Healy, K	107,612	Towstego, W	88,967
Hopkins, D	96,910	Treacy, B	114,501
Johnson, J	102,782	Vancoughnett, D	56,328
Johnston, G	53,928	Ventzek, P	71,695
Jones, D	59,982	Weber, M	102,782
Josephson, G	107,612	Wilhelm Skopyk, L	102,782
Kergoat, R	62,198	Wood, L	89,178
Kowalski, E	53,928	Young, L	73,896
Kozakavich, S	65,243		
Lacoursiere, L	101,585		
Lancaster, J	58,885	Payees Under	
Lane, J	70,052	\$50,000	2,559,483
Larson, G	53,928	Increase in accrued	
Lawrence, J	114,501	liabilities	405,779
Layton, E	87,003		<u>\$ 10,821,982</u>
Lechner, K	53,928		
Llewellyn, M	88,842		

Suppliers and Other Payments (unaudited)

Listed are payees who received \$50,000 or more for the provision of goods and services, including office supplies, legal services, communications, contract, equipment, and other expenditures.

Adsit, Marilyn Law Office	\$ 56,449
Bendig Law Office	77,186
Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund	102,242
Cuelenaere Kendall Katzman & Watson	80,523
Dumonceaux, Ronald	102,414
Great West Life Assurance Company	264,312
Law Society of Saskatchewan	112,862
Manulife Financial	475,573
McDougall Gauley LLP	86,696
Minister of Finance - Saskatchewan Property Management	1,554,104
Paradigm Consulting Group Inc	97,568
Receiver General	
Canada Pension Plan	280,352
Employment Insurance	130,900
Roe & Company	119,978
Sask Workers Compensation Board	100,860
SaskTel	132,644
Scott & Fehr Law Office	183,740
Stephens Law Office	72,035
Transwest Air	208,618
Wilcox Zuk Law Office	108,923
 Payees Under \$50,000	 1,765,063
 Increase in Prepaid Expenses	 (65)
	<u>\$ 6,112,977</u>

Appendix II

A Glossary of Terms

Accrued vacation pay - Value of employee vacation leave entitlement earned but not taken.

Application - refers to a formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application, despite the requirement for a court appearance. Separate applications are counted for criminal, family, civil or provincial offence matters.

Appeal - refers to an appeal of a lower court or administrative tribunal decision, not an appeal of a refused application.

Appeal against refusal - refers to an appeal of a refused application for legal services.

Civil matters - refers to all other civil proceedings that are not of a family nature.

Contribution - refers to that portion of the costs of legal services that an applicant, client, former client or other person may be required to pay.

Coverage or range of service restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Duty Counsel Project service - refers to legal services provided by a lawyer at a location other than a legal aid office, where the person assisted had not applied in writing requesting legal aid services. Commencing in 2001-02, this project was provided to adults in-custody for Provincial Court at Regina and Saskatoon.

Duty counsel advice service - immediate, although temporary advice by telephone to arrested or detained persons, irrespective of financial status (per the *Brydges* decision of the Supreme Court of Canada).

Family matters - refer to proceedings related to divorce, separation, maintenance, custody/access, and other matters of a family law nature.

Federal criminal matters (adult) - refers to applications for matters under the *Criminal Code of Canada*, *Narcotic Control Act*, *Food and Drug Act*, or other Federal Statutes if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Federal criminal matters (youth) - refers to applications for matters under the *Young Offenders Act* and effective April 1, 2003, the *Youth Criminal Justice Act*.

Financial ineligibility - refers to reasons for refusing an application based on some financial information revealed by the applicant about income, assets and liabilities.

Full service application - refers to an application that is granted legal services.

Interprovincial reciprocity agreement - refers to the informal agreement among Legal Aid Plans in Canada to handle nonresident civil matters. Applicants must request legal services in the province/territory of home, rather than in the province/territory where the legal recourse is sought.

Merit, lack of - refers to applications refused because the nature of the case or the seriousness of the matter does not warrant legal assistance.

Merit, professional - some or all of the following are considered:

- is this case one that a reasonable person of modest means would commence or defend?
- are the legal costs of commencing or defending an action reasonable compared with the relief asked for?
- what is the seriousness of the legal or economic outcomes?
- what are the potential benefits to the client?
- is there a possible defence to a charge?
- has the client been cooperative, such as keeping appointments, keeping in touch with the office after a move, etc.?
- has the client accepted reasonable professional advice from the assigned lawyer?

Non-compliance/abuse - refers to refusals based on an applicant's prior or current experience with The Saskatchewan Legal Aid Commission. Included are applications where the services applied for are abusive of the legal process or failure to cooperate with the lawyer.

Prepaid expenses - Payments made during the year that relate to goods and services that will not be received until subsequent fiscal years (includes items such as professional dues, memberships and subscriptions).

Provincial offence matters - refers to applications for matters under provincial statutes, such as *Alcohol Control Act*, *Wildlife and Parks Act*, or *Highway Traffic Act*.

Range of service or coverage restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Reciprocal application - see Interprovincial reciprocity agreement. Incoming refers to those applications coming from other jurisdictions, while Outgoing refers to those Saskatchewan sends out.

Refused application - refers to all formal written requests for legal aid that have been denied legal services due to financial ineligibility, lack of merit or range of service or coverage restrictions.

Summary advice or service - refers to the provision of legal advice, information, or any other type of minimal legal service to an individual involving no more than a brief interview or telephone call.

